

The Jefferson Davis Corridor Plan

Prepared By The Chesterfield County
Planning Department
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Adopted By The Chesterfield County
Board of Supervisors
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Executive Summary

This plan proposes to do many things, but like all plans, the Jefferson Davis Corridor Plan will only be as good as the commitment behind it.

The Jefferson Davis Corridor Plan seeks to make better use of the economic resources of the area and to encourage a pleasant, highly livable and workable environment for its residents. It proposes flexibility in future land use decisions in support of economic development related activities, while also addressing incompatible land use issues. Comprised of an extensive business community and established neighborhoods, the Jefferson Davis Corridor area's strength springs from the unique consolidation of its diverse parts living and working activities.

A unique and important part of Chesterfield County, the Jefferson Davis Corridor area offers a variety of housing and business opportunities. The challenge facing residents, business people, elected and appointed government officials and County staff involved in the Jefferson Davis Corridor planning effort is to create a vision of the area's future and produce a plan that will achieve that vision.

Critical concerns addressed in the Jefferson Davis Corridor Plan include:

- The preservation of existing, sound neighborhoods.
- The need to rehabilitate targeted deteriorating neighborhoods.
- The revitalization of the existing business corridor.
- The redevelopment of unused and underused land.
- The beginning of a new era of public/private partnership designed to begin the area's new "vision."

Important recommendations of this plan include:

- An increased commitment to public/private initiatives.
- The hiring of a revitalization coordinator.
- State Enterprise Zone designation.
- Targeted housing rehabilitation in certain residential areas with long term viability.
- The coordinated enforcement of County and State codes.
- The protection of commercial and industrial land from residential encroachment.
- A land use approach that further encourages economic development.
- The preservation and promotion of the area's historic resources.

The Jefferson Davis Corridor area is a special place with a unique character and history that distinguishes it within Chesterfield County. This plan addresses the preservation and enhancement of these special qualities. That sense of uniqueness and pride of place resulted in the "vision" that is the plan's guiding force.

Introduction

In many ways the Jefferson Davis Corridor exemplifies the differences between the old and new Chesterfield County. As the County continues to grow and mature, many older neighborhoods, commercial locations and manufacturing areas like the Jefferson Davis Corridor face the challenge of maintaining their physical, social and economic vitality. Though most of the County's development is taking place at its urban fringe, the older parts of Chesterfield possess important resources, such as stable neighborhoods, nearby employment centers, usable land and established infrastructure. It is areas like the Jefferson Davis Corridor that form the backbone of Chesterfield County. Without a clear idea of where the Jefferson Davis Corridor should be heading in the future, the economic well being of all of Chesterfield County is at risk.

As the Jefferson Davis Corridor area changes over the next twenty years, this plan will serve as a guide to the public officials and citizens who will shape the area's future. The plan is a culmination of a cooperative effort, pulling together the knowledge and skills of diverse citizens and staff.

Clearly the Jefferson Davis Corridor area is a special place with a unique character and history that distinguish it in Chesterfield County. This plan addresses the preservation and enhancement of these special qualities.

Planning is a continuing process. It is important to remember that a well considered planning approach is not a onetime effort but requires

continuing reassessment and adjustment in a constantly changing environment.

How This Plan Works

The Jefferson Davis Corridor Plan comes in two parts. Understanding that the users of this plan may not need access to all the minutiae that planners are notorious for collecting, most of this important data is compiled into the "Jefferson Davis Corridor Community Profile," a companion document to the plan.

The plan itself should be used as a general guide for decisions, both public and private, affecting the future of the Jefferson Davis Corridor. In Chesterfield County, plans for physical growth are adopted by the Board of Supervisors and become part of the "Plan For Chesterfield," the County's comprehensive plan. Once recommended by the Planning Commission and adopted by the Board of Supervisors, the Jefferson Davis Corridor Plan will replace corresponding parts of the "Central Area Plan" and "Eastern Area Plan," originally approved in 1986 and 1984.

The following major components are found in the Jefferson Davis Corridor Plan:

- **Existing Conditions and Important Findings:** This information forms the factual basis for the goals, recommendations and implementation strategies found in the plan.
- **Goals:** These goals are general statements about what is desirable for the future what the plan attempts to accomplish.
- **Recommendations:** These are clear statements on ways to reach goals, and what general actions should be taken to achieve them.
- **The Land Use Plan and Community Facilities and Services Plan:** These maps graphically represent additional recommendations to accomplish the goals of the plan.
- **Strategies:** More detailed than recommendations, the Housing and Neighborhood Strategy, Business Development Strategy and Commercial/Industrial Revitalization Strategy contain specific steps to carry out the plan.

What Cannot Be Put Down on Paper

Perhaps the most important accomplishment of the Jefferson Davis Corridor planning process is not the plan itself but the mutual understanding and enthusiasm that forms the foundation for the

ideas behind the plan. While hundreds of hours of work have gone into the preparation of this plan, only a fraction of that effort ends up being turned into written words. Before any plan can be truly successful it has to understand the needs of the community, and the only way that can be accomplished is through working directly with those whom the plan will most affect. Every hour spent working with area residents and businesses has been an hour spent implementing the plan, and it is the public's ideas and interests that will make the Jefferson Davis Corridor Plan work. Thus, the plan starts with a description of the importance of citizen participation, and staff again thanks all of those who helped in the process.

Citizen Participation

The Importance of Citizen Participation

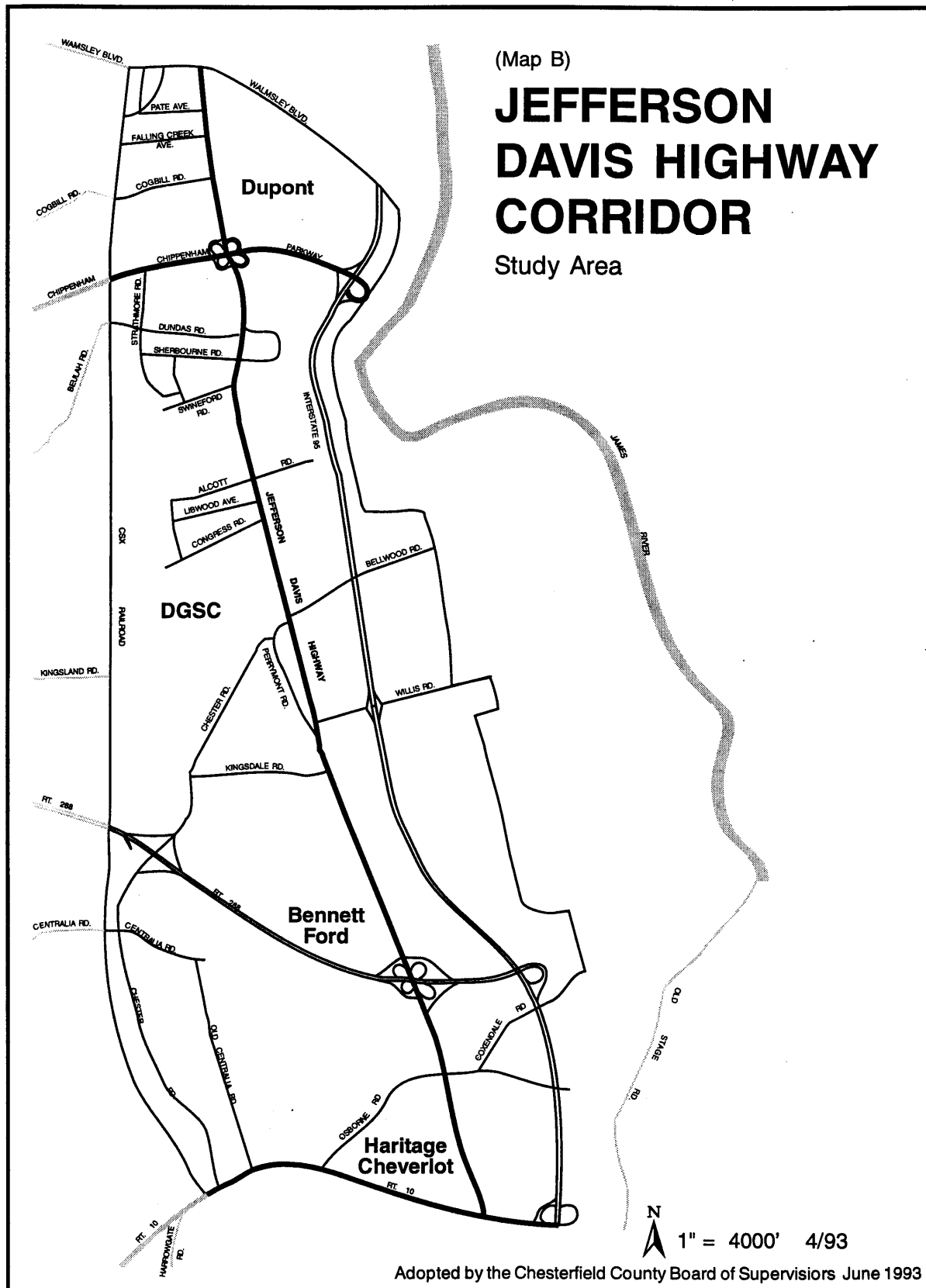
Any effective plan must reflect the shared values and vision of the community. The challenge facing residents, business people, property owners and government officials involved in the Jefferson Davis Corridor Planning effort is to create a vision of the area's future and produce a plan that most effectively addresses not only the needs of today, but the hope for tomorrow. This vision is critical to comprehend significant relationships and have a sense of priorities. A community working together to achieve that vision and common goals is a powerful force for success.

Public Involvement in The Preparation of The Plan

Prior to this planning effort, the involvement of Jefferson Davis Corridor residents and businesses in Chesterfield County's planning process related mostly to zoning changes. This participation often was in reaction to proposed immediate change rather than an ongoing involvement in longer term planning for the area's future. The citizen participation effort undertaken in the preparation of the Jefferson Davis Corridor Plan stresses constructive activism.

Citizen participation efforts began with a series of meetings aimed at identifying problems and opportunities facing the community today. Although problems often are readily identifiable, it may take some reflection to recognize the positive forces at work in the community.

The second series of meetings offered information relating to issues identified in those first meetings. The Jefferson Davis Corridor citizen participation effort held five information meetings covering topics such as code enforcement, the County organization, the Zoning Ordinance, the Comprehensive Plan, development standards, and



crime watch for neighborhoods and businesses. The information meetings were followed by the presentation and discussion of the Jefferson Davis Corridor Community Profile, the Plan's technical report.

At this juncture of the citizen participation process, an important meeting, the "Turn Around Meeting," was held. At this gathering, citizens were urged to emphasize the positive aspects of the community and begin thinking of the community's future. Instead of identifying problems, citizens began to think more in terms of solutions. The meeting fulfilled its purpose with citizens channeling negative response to creative problem solving. Citizens were ready to discuss a vision for the community's future. Vision meetings were held by both residential and business people. The assignment was to put into a statement a description of the ideal Jefferson Davis Corridor Community. The following statement reflects today's citizen desire for tomorrow's community.

"The Jefferson Davis Corridor Area: a community where businesses and residents can live and work in harmony. Where growth is orderly and commerce is prosperous. Where people live in safe, peaceful neighborhoods. Where children have opportunities to live and grow with equality. Where people stand proud of their community's historic past and want to preserve it. Where our local government and elected officials understand and support our vision for the future of our children."

With the vision in hand, Planning staff set out to prepare a plan to achieve this vision.

The plan's successful implementation will be a joint effort by the community and the County. Residentially oriented groups have been active and involved in the community for several years. The Jefferson Davis Corridor citizen participation process advanced the idea of the formation of a business group. In the fall of 1992, a group of business people organized the Jefferson Davis Association for the purpose of promoting and improving the quality of life and the vitality of the business environment for the area. These groups along with other dedicated area citizens have made and will continue to make the difference in the redevelopment effort in the Jefferson Davis Corridor.

Existing Conditions and Important Findings

The Chesterfield County Planning Department staff has worked extensively to gather and analyze important information about the Jefferson

Davis Corridor. The detailed results of this effort are compiled in the "Jefferson Davis Corridor Community Profile," a companion report to this plan. This background data, along with the valuable information generated through the citizen participation process, forms the foundation for the following analysis of existing conditions important findings.

Demographic and Economic Change

A detailed look at demographic and economic trends in the Jefferson Davis Corridor exemplifies the changing characteristics of the area. With a slower rate of population growth than the rest of Chesterfield County, and a greater percentage of people under age five and over age 64, the Jefferson Davis Corridor faces many challenges from a changing population.

Important Findings

- **Population Growth:** The Jefferson Davis Corridor area's population increased eight percent from 1980 to 1990, a much slower growth rate compared to the County's 48 percent rate.
- **Age Groups:** The Jefferson Davis Corridor area has a larger percentage of population under five years of age and over 64 years of age than Chesterfield County as a whole.
- **Families:** In 1990, seventeen percent of the area's families with children were headed by females, as compared to the County's nine percent.
- **Income:** In 1990, the median household income for the area was \$30,430, compared to the County's median household income of \$43,604.
- **Employment:** Five of Chesterfield County's top ten employers are located in the study area. These include the Defence General Supply Center (DGSC), the County's largest employer (3,550 jobs) and DuPont, Chesterfield's largest civilian employer (3,300 jobs).

Land Use

In many ways the strategic location of the Jefferson Davis Corridor within Chesterfield County is both its greatest strength and most significant weakness. Historically the principal north/south route along the eastern seaboard, Route 1/301's importance as a commercial corridor was eclipsed by the construction of Interstate 95. The result has been the ongoing challenge to cope with the economic evolution of the corridor and the resulting mix of land uses.

Important Findings

- **Variety:** The development of the Jefferson Davis Corridor over many years has created a broad mix of commercial, industrial and residential land uses. It is one of the few places in Chesterfield County where concentrations of employment and housing are relatively close to one another.
- **Incompatibility:** This mix has also created problems associated with adjacent incompatible land uses.
- **Major Uses:** Major business operations such as the Defense General Supply Center and the DuPont plant occupy large tracts of land.
- **Land Availability:** A significant amount of undeveloped and underused land exists within the corridor, creating great potential for new development and revitalization.
- **Residential Development:** Neighborhoods are an important part of the Jefferson Davis Corridor area, making up nearly forty percent of all land uses.
- **Route 288:** The opening of Route 288 in 1990 has created potential for commercial development of the area adjacent to its interchange with the Jefferson Davis Highway. Adjacent areas to the northeast of this interchange may be better suited for industrial or commercial development than the small number of single family homes currently found there.
- **Regulation:** There is general concern by local residents and businesses about how land use and development regulations affect them.

Transportation

A good transportation network is crucial to an area's economic wellbeing; it enables people to get from home to work and is an important factor in attracting industry and business. The Jefferson Davis Corridor area's transportation network offers excellent access in support of residential as well as business and industry interests.

Important Findings

- **Regional Access:** Because of its close proximity to Interstate 95, the Jefferson Davis Corridor presents great economic development opportunity as one of the principal regional access points into Chesterfield County.
- **Rail and Highway Access:** Rail and highway access make the Jefferson Davis Corridor area an ideal location for industrial and commercial activity.

- **Public Transportation:** There is a lack of public transportation servicing the corridor.
- **Pedestrian Access:** Pedestrian travel along the corridor presents safety problems.
- **Road Access:** Older commercial development along the Jefferson Davis Highway has resulted in uncontrolled road access, creating safety problems.

Environment

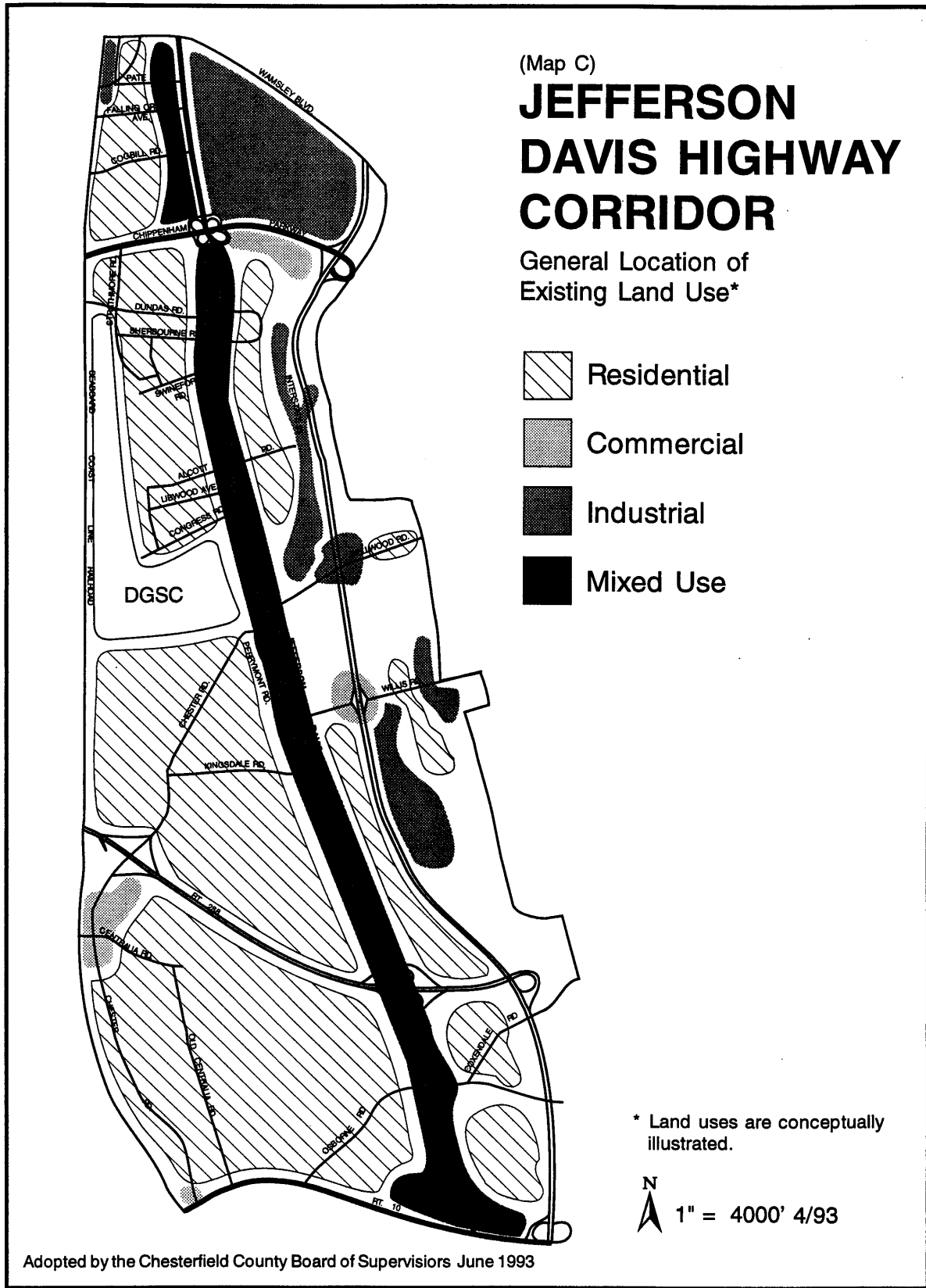
Although the Jefferson Davis Corridor is substantially an urban area with significant industry, the features and benefits of the natural environment are very important considerations. Impacts on these resources affect the health, safety and quality of life of area residents. While residential, commercial and industrial growth has benefited the Corridor, it has also had some environmental consequences. At the current time several major cleanup efforts involving both the public and private sector are underway.

Important Findings

- **Resources:** Although the Jefferson Davis Corridor is urbanized and the area contains significant industrialization, there are many sensitive and valuable natural resources that need to be protected.
- **Clean Up:** Major cleanup efforts are being designed and/or are underway at EPA National Priority List (Superfund) and other hazardous waste sites.
- **Impact:** Soils, groundwater and other natural resources in some areas have been impacted by unsound practices.
- **Water Quality:** Its close proximity to the James River further emphasizes the importance of water quality issues in the Jefferson Davis Corridor.
- **Trash and Recycling:** Residents and business owners are concerned about the improper disposal of garbage, tires and other material. There is currently one public recycling location at Bensley Elementary School.

Community Facilities and Services

Chesterfield County services available to citizens within the Jefferson Davis Corridor area include public schools, roads, fire protection, emergency medical services, police protection, parks and recreation, housing and public utilities including



water supply and sewerage systems. The county's Health Department offers an array of medical services to county residents. According to county Health Department data, approximately 20 percent of the services offered at the Health Clinic benefit citizens of the Jefferson Davis Corridor.

Important Findings

- **Social Services:** A high percentage of households receiving assistance from social service programs from the County reside in the Jefferson Davis Corridor area.
- **Health Department:** A high percentage of households in the study area receive medical services from the Chesterfield County Health Department.
- **Demographic Change:** The need for various types of public facilities in the Jefferson Davis Corridor may change as the population in the area changes. For example, an increasing elderly population may demand more specialized services.
- **Utilities:** Scattered areas along the Jefferson Davis Corridor lack water or sewer service, but the cost to the County of extending services into these areas may be greater than any benefit.
- **Public Safety:** There was a greater percentage increase in police calls in the Jefferson Davis Corridor Area (19 percent) between 1990 and 1991 than the County as a whole (3 percent). There is also a higher ratio of persons calling for fire and emergency medical services in the study area than anywhere else in Chesterfield County.

Housing and Neighborhoods

The neighborhoods of the Jefferson Davis Corridor represent the heart and history of the community.

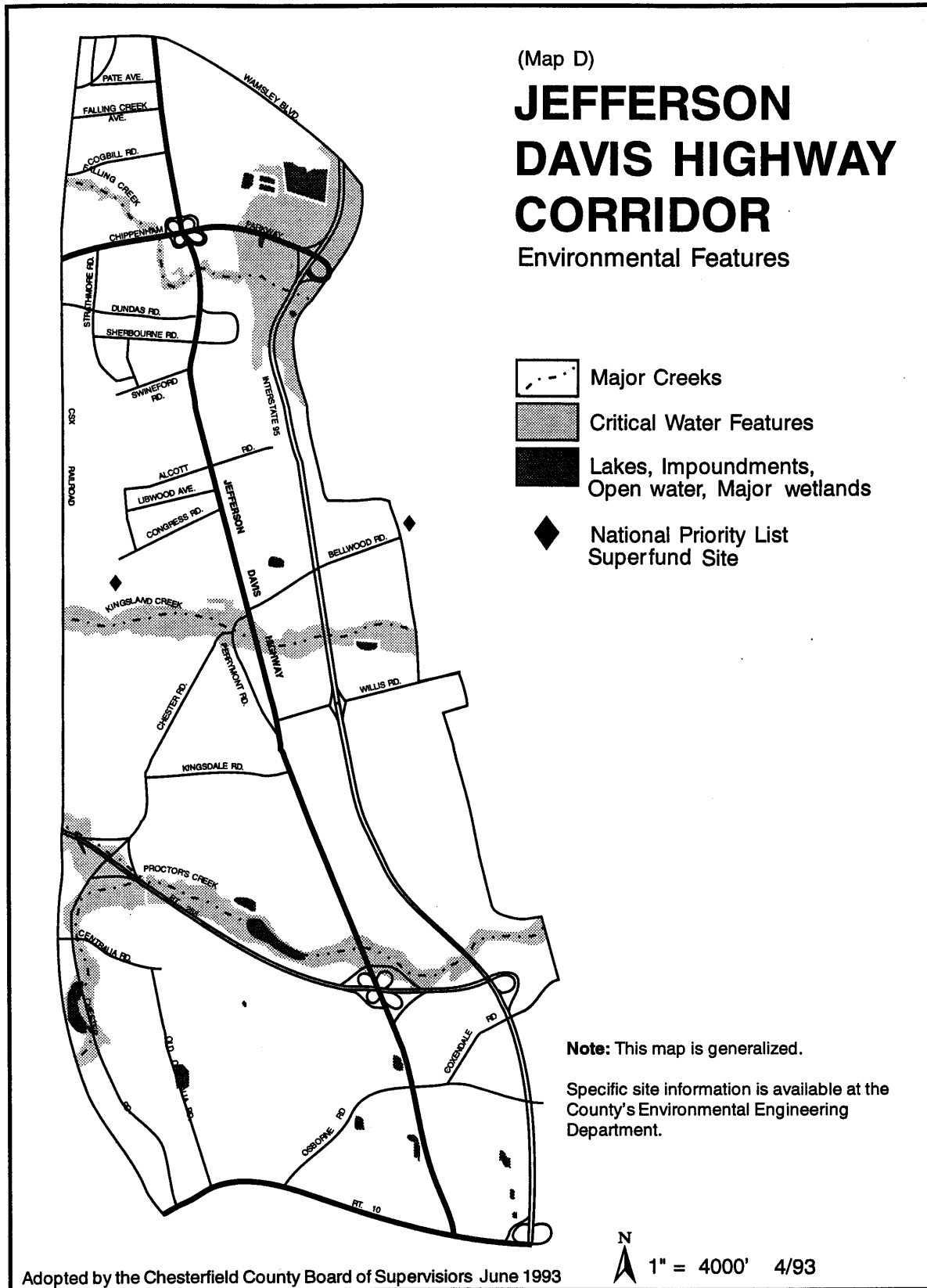
These residential areas play a special role within Chesterfield County, providing both moderately priced housing and the suburban quality of life that so many desire. Many neighborhoods in the Jefferson Davis Corridor area are now threatened as the housing stock ages and as other factors impact residential areas. Significant deterioration does exist in a number of single family neighborhoods, apartment complexes, and mobile home parks. These pockets of deterioration are exerting a blighting influence on stable neighborhoods and also on commercial areas. While the age of the area's housing stock and comparatively moderate income levels are important variables, many factors, some of which are discussed below, have also contributed to deterioration.

Important Findings

- **Neighborhood Stability:** The Jefferson Davis Corridor area is characterized by many stable residential areas. Some neighborhoods, however, are beginning to deteriorate.
- **Affordable Housing:** The corridor area contains some of the most affordable housing in Chesterfield County.
- **Adequate Shelter:** The corridor is unique within the County because it provides a critical supply of alternative housing for lower income persons. Often substandard, this housing includes motel rooms and cabins, multiple unit mobile homes, travel trailers and other vehicles.
- **Deterioration:** Nineteen percent of the housing in the corridor has been identified as deteriorating. For a number of reasons, past efforts to improve housing conditions in the Jefferson Davis Corridor have been limited to spot rehabilitation projects.
- **Mobile Homes:** Although the majority of the corridor's mobile homes are in good condition, negative perceptions about the corridor and about mobile homes in general are created and/or reinforced by nine parks in poor condition that front directly on the highway. Fourteen mobile homes have been partitioned into multiple rental units. These small units do not offer safe and decent housing.
- **Antiquated Subdivisions:** These subdivisions were platted before planning controls and development standards were in place. Problems related to housing deterioration include a scattered development pattern, incomplete public facilities (streets, drainage, water and/or sewer), and fragmented ownership of small lots which are not practical to redevelop.
- **Housing In Areas Zoned For Industrial Use:** A small number of single family homes and mobile homes (approximately 35 units) are located on land zoned for industrial use. These homes and the vacant lots that are interspersed within these areas do not have long term viability for residential use.

Historic Resources

The Jefferson Davis Corridor contains a rich fabric of historic resources of local, state and national significance. These resources relate to several major periods including those of early English settlement, the plantation system, the Civil War,



the Victorian era, and the age of the automobile. Although not thought of as an historic site, Jefferson Davis Highway reflects the evolution of the area as it has evolved from stage coach road to turnpike to commuter railway line to coastal highway to commercial business corridor. This historic fabric, if properly preserved, could serve as an important part of the corridor's future.

Important Findings

- **Number of Historic Resources:** The Jefferson Davis Corridor contains the greatest concentration of historic resources in Chesterfield County.
- **Effect of Development:** Although development activity in the corridor continues at a slow pace, the threat of destruction to specific sites and/or structures may be great, especially since the corridor contains large amounts of vacant or underused land that is zoned for commercial or industrial use.
- **Preservation Efforts:** In the past, little effort has been made to preserve and promote the rich history of the area. (Just outside of the study area, the Henricus Park site is developing as a major historic attraction with a reconstruction of the 1611 settlement.)
- **Nationally Historic Sites:** A key cluster of nationally significant historic sites exists near the last set of falls on Falling Creek. This waterpower activity center was the scene of numerous manufacturing and milling operations dating back to the early English settlements in Virginia. Included in this vicinity are (see Map E):
 - **The Falling Creek Ironworks:** The site consists of subsurface remains of an extensive iron manufacturing facility which dates to 1619. The facility constitutes the first ironworks in English North America and is clearly documented in the records of the Virginia Company of London. Radiocarbon dating of samples from the site confirm the time period.
 - **The Cary Forge:** Subsurface remains of a circa 1750 forge operated by Archibald Cary, who was known as "The Wheelhorse of the Revolution." The facility supplied Revolutionary war forces and was destroyed by the British under Benedict Arnold in 1781.
 - **The Ampthill Mill: (Watkins Mill)** Extant ruins of a circa 1850 merchant grist mill located on the foundations of earlier mills. Subsurface remains of associated residential structures.

Business Development

The Jefferson Davis Corridor study area is home to approximately 200 businesses, and several of the County's top industrial employers. These businesses provide local, community and regional services to the area as well as jobs and tax revenue to the County. Commercial activity in the area includes a wide spectrum of land uses from light commercial to heavy industrial.

Important Findings

- **Organization:** Extensive community participation efforts undertaken by County staff have helped to organize a viable business organization for the Jefferson Davis Corridor. The owners and operators of these businesses have a wealth of experience that can be used as a resource to promote the objectives of this plan.
- **Stability:** Most businesses have been in existence for at least twenty years and have been located along the Jefferson Davis Corridor for at least ten years.
- **Local Ownership:** Seventy five percent of the businesses in the corridor are locally owned, a tremendous implication regarding reinvestment capacity in the community and keeping dollars circulating within the local economy. Most businesses along the corridor own their property. This stabilizing factor creates strong ties to the community and a significant potential for local reinvestment.
- **Small Business Retention:** Small businesses form the economic foundation of the Jefferson Davis Corridor, but many of these businesses are at risk because they have trouble remaining competitive.
- **Image and Aesthetic Quality:** Many businesses in the area believe the Jefferson Davis Corridor has an "image problem" that, for numerous reasons, discourages business activity and investment. This general perception is compounded by area concerns about the types of businesses found along the corridor, their general condition, appearance and lack of effective design.
- **Public Safety:** The perception that crime along the Jefferson Davis Corridor has a negative impact on business.
- **Regulation:** There is general concern among area businesses that local regulations are discouraging business development.

A PLAN FOR ACTION

As the Jefferson Davis Corridor area moves toward the 21st century, a clear vision is needed of the kind of future the area wants. This vision embodies stable residential neighborhoods and prosperous businesses in an environment that emphasizes commitment to its future as an economically healthy, livable urban community. Contained here are the goals, recommendations and strategies that will help guide the future of the Jefferson Davis Corridor.

I. GOALS

Goals form the overall ideals behind this plan. They are broad based statements about what the Jefferson Davis Corridor Plan sets out to accomplish.

- Make the Jefferson Davis Corridor a better place to live and work by balancing economic demands of development with the needs of people for a sense of place, attractiveness, and comfort.
- Revitalize the Jefferson Davis Corridor by strengthening residential neighborhoods.
- Promote the economic development of the corridor, thus promoting the availability of work places offering job opportunities.
- Assure the environmental quality of water, air and land to protect public health, conserve resources and enhance natural beauty.
- Stabilize and preserve identified historic sites and structures; promote historic resources as community assets that can have positive recreational and commercial value.
- Provide necessary public and commercial services to serve the diverse needs of area residents.

II. RECOMMENDATIONS

The recommendations contained here call for specific actions to carry out the Jefferson Davis Corridor Plan. It is these recommendations, combined with the guidance provided by the land use plan and public facilities plan maps, that can be used by local officials, citizens and business to chart the course of the corridor's future. Where needed, more specific target strategies have been developed.

What Can and Cannot Be Done

Recommendations are a necessary and essential part of any plan. However, due to the cost and encompassing nature of many of these ideas, it is not possible to implement them all immediately. In addition, these recommendations should not be seen as the sole responsibility of government. The objectives described here relate to public, private, semipublic and volunteer segments of the community, and will require the cooperation of all groups involved.

To effectively carry out the recommendations and strategies contained in the Jefferson Davis Corridor Plan, open communication is needed. The County must continue to work on suitable regulations and policies in conjunction with the Plan's goals and recommendations. As an outgrowth of the Plan, public and private inducements will also be needed. To add to the diversity of solutions, Chesterfield County should encourage groups and individuals to develop programs that address problems and identified needs. While proceeding with carrying out these recommendations, the following factors must be considered: administration and management, ongoing community participation, changing needs, resources, priorities and an ongoing planning process.

To help in better understanding the relationship between identified concerns and the solutions proposed to address them, the following recommendations are grouped in the same categories as found in the Existing Conditions and Important Findings Chapter.

Recommendations For Land Use

- A. **Land Use Plan:** Follow the recommendations of the land use plan in all future decisions concerning the development and revitalization of neighborhoods and businesses along the Jefferson Davis Corridor.
- B. **Route 288:** Undertake an ongoing effort to make the interchange of the Jefferson Davis Highway and Route 288 a future location for new commercial and industrial activity.
- C. **Regulations:** Adopt zoning ordinance amendments to implement specialized development standards for the corridor.

Recommendations For Transportation

- A. **Public Transit:** The provision of public transportation to service the corridor should be explored by the County.
- B. **Road Access:** Work with existing County regulations and the Virginia Department of

Transportation to control the number of curb cuts along the Jefferson Davis Highway.

- C. **Chippenham and Route 288 Extensions:** Continue to monitor future state plans for the possible extension of one or both of these roads across the James River. Undertake additional analysis of the potential impacts of these extensions on the Jefferson Davis Highway Corridor.

Recommendations For The Environment

- A. **Trash and Recycling:** Such problems as littering and improper disposal of garbage, tires and other items should be addressed through neighborhood action. Programs like the Virginia Department of Transportation's Adopt a Highway program or a neighborhood cleanup day can mobilize local money and labor to improve the environment and the community's image. The County's Department of General Services should consider the potential of locating additional recycling locations in the Jefferson Davis Corridor area.
- B. **Water Quality Protection:** Follow the overall goals, policies and implementation strategies of the County's Water Quality Protection Plan to protect water resources in the Jefferson Davis corridor. Continue to work with the State to ensure that County regulations are in full compliance with the Chesapeake Bay Preservation Act.

Recommendations For Community Facilities and Services

- A. **Capital Improvement Program:** Ensure that the Community Facilities Plan for the Jefferson Davis Corridor (Map E) is used as the primary guide for prioritizing future public facilities projects in the County's Capital Improvement Program.
- B. **Future Capacity:** The County should further study the implications of changing demographics in the Jefferson Davis Corridor on existing and future public facility and service needs.
- C. **Street Lighting:** The street lighting project currently underway should be continued south along the corridor from Kingsdale Road to Route 10.
- D. **Greenways:** The Falling Creek Greenway Project and its components should be made a priority for implementation.

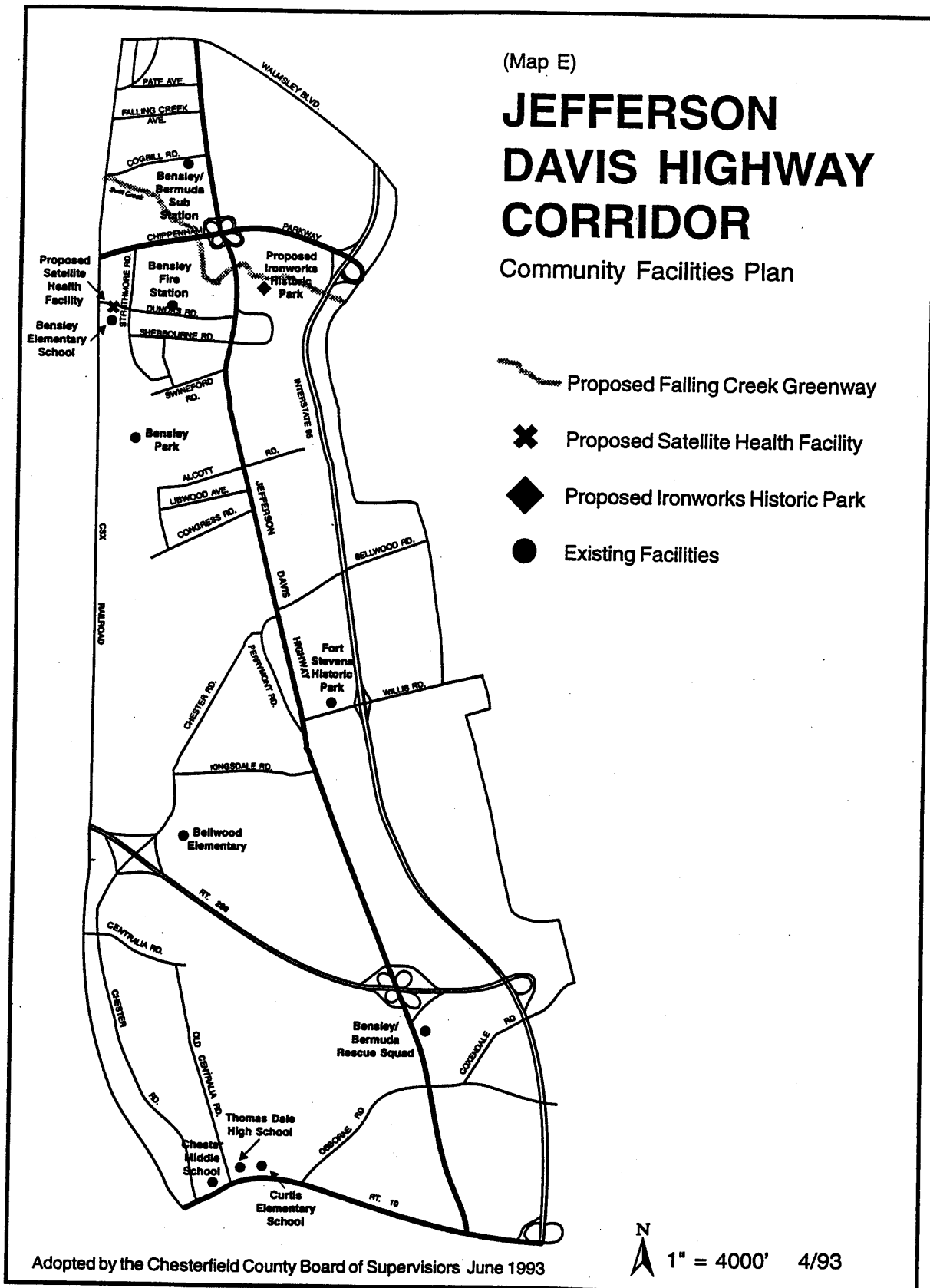
- E. **Community Development Block Grants:** These funds should be expended on a project specific basis in support of the stabilization of residential neighborhoods and economic development related efforts.
- F. **Social Services:** The County should undertake a strategic planning effort to identify the most effective approach for social service delivery to the Corridor.
- G. **Satellite Health Facility:** Support County Health Department efforts to locate a satellite clinic to provide primary medical care to children at Bensley Elementary School in need of health care.

Recommendation For Housing and Neighborhoods

- A. **Housing Strategy:** Implement the Housing Strategy contained in this plan.
- B. **Neighborhood Organizations:** Continue to rely upon existing neighborhood organizations in the Jefferson Davis Corridor as a primary resource to help carry out the recommendations of this plan. Work with residents to establish new neighborhood associations.

Recommendations For Historic Resources

- A. **Preservation Plan:** Develop a Countywide Preservation Plan to address issues relevant to historic resources. (Such a plan would have application to many sites in the Jefferson Davis Corridor.)
- B. **Falling Creek Ironworks:** Support the nomination of the Falling Creek Ironworks to the National Register of Historic Places, as a National Historic Landmark. Fund additional archaeological testing needed in connection with the nomination through Community Development Block Grant or other monies. (Estimated cost \$10,000,000)
- C. **Rezoning:** Undertake a rezoning initiated by the Planning Commission which will allow the owner of the Ironworks site to donate the property to the County. (The property cannot be donated under existing zoning.)
- D. **Other Sites:** Support survey and nomination of other nationally significant sites in this vicinity. Consider the eventual creation of an archaeological historic district.



- E. **Historical Park:** Create a County Historical Park to preserve and interpret the Falling Creek Ironworks site, and potentially the Cary Forge and Amphill Mill sites. This park will be part of the Falling Creek Greenway (linear park with pedestrian/bicycle trails) being developed by the Parks and Recreation Department.
- F. **Archaeology:** Provide support for community efforts to plan and gain sponsorship for extensive archaeological investigations, a reconstruction of the iron works complex, the development of a museum, and other activities.

Recommendations For Business Development

- A. **Business and Community Revitalization Strategies:** Implement the Business and Community revitalization Strategies contained in this plan.
- B. **Jefferson Davis Association:** Continue to rely on the Jefferson Davis Business Association as a primary resource to help carry out the recommendations of this plan.

Recommendations For Plan Implementation

- A. **Coordination:** Improve existing County procedures to further insure that all County departments, boards and agencies work together to carry out the recommendations of the Jefferson Davis Corridor Plan.
- B. **Annual Review:** Each December, require the staff of the Planning Department to prepare an annual report to the Planning Commission and Board of Supervisors on the status of implementing the recommendations of the Jefferson Davis Corridor Plan.

III. THE LAND USE PLAN

The Land Use Plan illustrates the recommended future development pattern for the Jefferson Davis Corridor area. Map F shows generalized land uses as opposed to the land use of individual parcels, and should be used as a guide for all future decisions concerning rezoning, conditional use permits, special exception determinations and other land use regulatory decisions. Key features of the plan are highlighted below. In addition, more details of recommended uses are described in the category descriptions below.

The Land Use Plan for the Jefferson Davis Corridor:

- Proposes a mixed land use pattern including residential, commercial and industrial uses.
- Provides flexibility for a variety of uses.
- Designates flexible redevelopment areas, identifies redevelopment opportunities.
- Identifies the opportunity for redevelopment of underused tracts.
- Encourages the value of industrial land use to the County's economic health.
- Designates significant amounts of land for future industrial use.

Jefferson Davis Corridor Land Use Plan Categories

These are more detailed explanations of the land use plan categories shown on Map F.

RESIDENTIAL: 2.51 to 4.0 units/acre
7.01 to 10.0 units/acre

COMMUNITY COMMERCIAL: Community scale commercial development including shopping centers, retail shops, offices, and high density residential uses.

GENERAL COMMERCIAL: Community scale commercial, motor vehicle oriented commercial and light industrial uses.

LIGHT INDUSTRIAL: Light manufacturing uses that are dependent upon raw materials first processed elsewhere. Limited retail and service uses that are accessory to industrial uses are also permitted when part of an integrated industrial development. If light industrial land uses are located near residential districts, they should be developed under design controls to provide transition between the neighborhood and the industrial use.

GENERAL INDUSTRIAL: Heavy manufacturing uses which process raw materials. Where General Industrial uses are located near residential areas, manufacturing of less intensity would be appropriate. Careful consideration should be given to placement of less intense industrial uses with respect to nearby neighborhoods to provide appropriate transition between the neighborhood and general industrial uses. Industrial uses should have direct access to major arterial roads.

REGIONAL MIXED USE NODE: Commercial, office and light industrial development which serves a regional market, including large scale developments, corporate offices and supporting retail uses. As a secondary supportive use, high density residential may be appropriate. Parcels should be aggregated to provide sufficient size, design, and location to protect the character of nearby residential uses.

FLEXIBLE REDEVELOPMENT AREAS:

Recommended future land uses are shown by the underlying color code. However, other more intense uses, such as high density residential and various types of commercial and industrial uses, may be appropriate. Specific criteria to be considered through the rezoning process for any proposed more intense uses shall include:

- Parcels supporting more intense uses shall be of sufficient size to establish substantial, viable areas of more intense use.
- No commercial, office, or industrial use should be interspersed with single family residential uses.
- Adequate setbacks and buffers should be required.
- No intense commercial/industrial uses should be located adjacent to single family residential uses.
- Traffic should not be routed through residential areas to access nonresidential uses.
- Adequate access to major arterial or collector roads.

IV. HOUSING AND NEIGHBORHOOD REVITALIZATION STRATEGY

A. Background

Housing improvement is key to the revitalization of the Jefferson Davis Corridor. A neighborhood based strategy for housing rehab looks beyond individual dwelling units and is geared toward arresting the process whereby neighborhoods decline. Uncoordinated or scattered improvements help individuals, but may not interrupt the deterioration of neighborhoods. Targeting improvements in areas with long term viability has the benefit of encouraging housing maintenance before costs become excessive through blighting. Thus a much greater number of housing units are directly (through rehab) or indirectly (through spinoff neighborhood improvement) affected. A greater benefit is achieved if limited resources are not targeted to units that are located in areas where intervention is deemed unlikely to succeed.

Some of the factors that were considered in evaluating residential areas in the Corridor include: the amount and spatial pattern of substandard housing, vacant structures and land, the presence of nonresidential zoning, the impact of surrounding uses, and the availability of public utilities.

B. Resources and Possible New Approaches

Community Development Block Grant (CDBG). Chesterfield County has recently been designated an Entitlement Community by the U.S. Department of Housing and Urban Development (HUD). As a result, the County will be entitled to a yearly allocation known as a Community Development Block Grant. The grant allocation for fiscal year 1993 was \$1,060,000. The County has discretion to use these funds as it sees fit, subject to HUD regulations which are based on meeting the following national objectives:

- Benefit low and moderate income persons
- Eliminate slums and blight
- Meet emergency needs of recent origin for which there are no other funds.

Other Approaches. Communities across Virginia and the nation have used a variety of innovative approaches to housing rehabilitation. These range from low interest loan programs, to tax incentives, to self-help, to adaptive reuse of formerly nonresidential structures for housing. Many funding sources operate on the principle of leveraging, whereby private investment can be facilitated through matching grants. Many projects use several public and private funding sources.

Local not for profit housing developers have successfully developed new and rehabilitated housing for low and moderate income persons through community involvement and great reduction in typical overhead and profit costs. Richmond based not for profit developers, including the Interfaith Housing Corporation, have expressed interest in working with Chesterfield County community groups and government staff to help solve some of the housing needs that exist.

C. Recommendations and Actions

The following recommendations are supplemented by more specific implementation actions (See Map G).

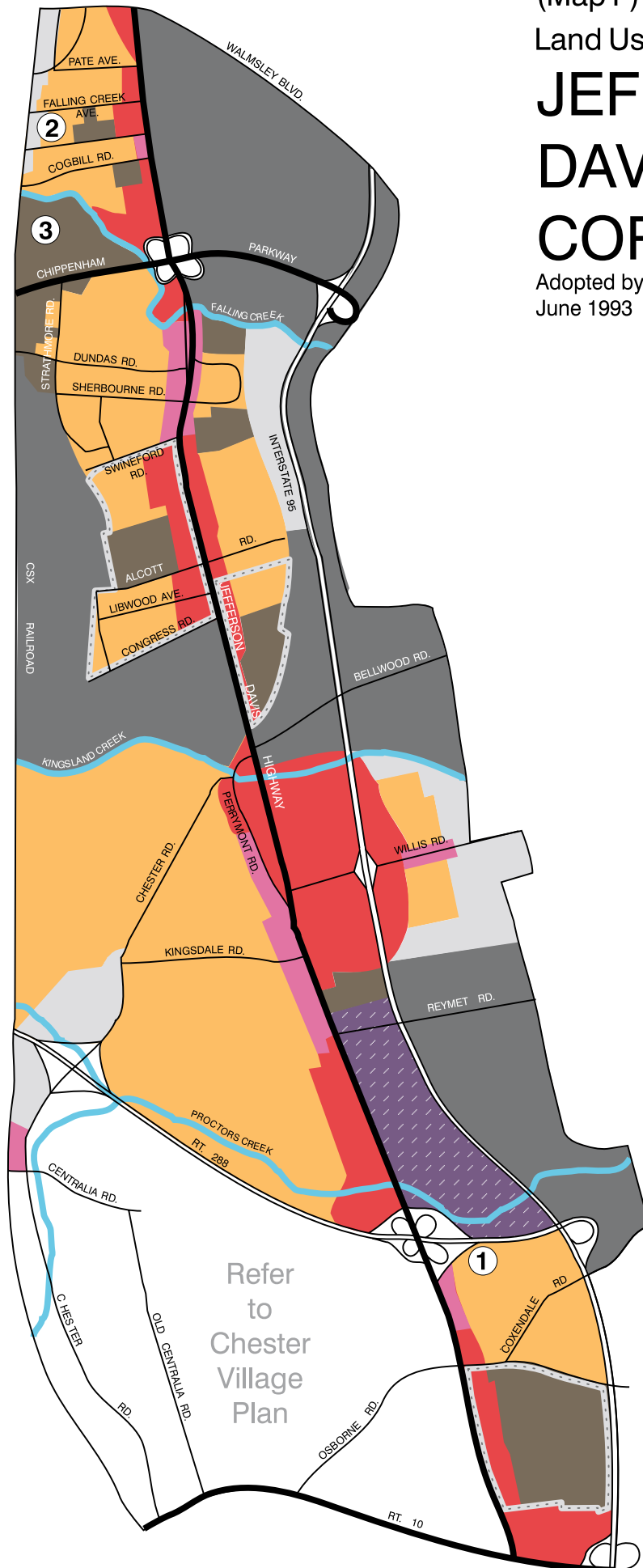
1. **Target Areas:** Direct public investment to designated Neighborhood Target Areas, to provide coordinated housing rehabilitation and other revitalization efforts and leverage additional private sector investment.
- **ACTION:** Concentrate single family housing rehabilitation programs and public facility improvements in defined Neighborhood Target Areas (see Map G). Exceptions should be

(Map F)

Land Use Plan

JEFFERSON DAVIS HIGHWAY CORRIDOR

Adopted by the Chesterfield County Board of Supervisors
June 1993 *Last Updated May, 2000*



RESIDENTIAL

2.51-4 units/acre

7.01 or more units/acre

COMMERCIAL

Community

General

Regional Mixed Use

INDUSTRIAL

Light

General

OTHER FEATURES

Waterbodies

Flexible Redevelopment Areas

Notes: (See numbers on map):

1. Higher intensity uses such as high density residential, community-scale commercial, or professional/corporate offices are appropriate if adequate land is assembled to provide access to Route 1 without utilizing internal residential streets.
2. Single family residential uses compatible with those existing in adjacent areas are also appropriate.
3. Other uses compatible in scale and intensity with high density residential uses are appropriate. (For instance, neighborhood-scale office, retail, or personal service uses.)

0 1000 2000
Feet



All boundaries are generalized at this scale.
Please verify boundaries and scale distances
with the Planning Department.

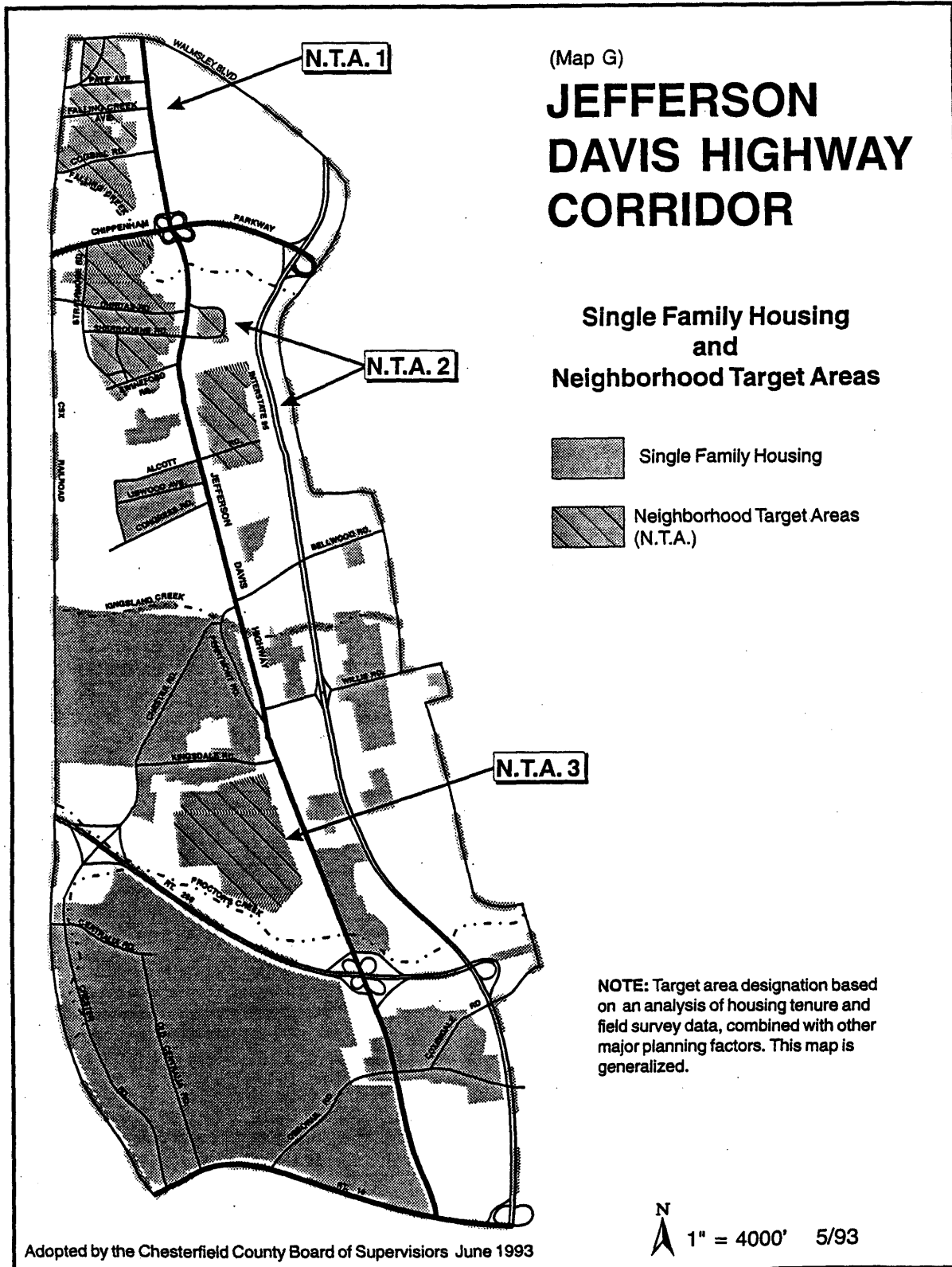
limited to cases of dire need, where the structure is not located in an area planned for nonresidential use. (see Land Use Plan)

- ACTION: Require that housing rehabilitation programs place a high priority on remedies to deterioration visible from the public right of way.
2. **Cooperation:** Seek local and regional cooperation from the public, nonprofit, and private sectors in addressing adequate shelter needs.
 - ACTION: Provide matching funds to nonprofit, private sector initiatives that address the need for adequate shelter in the region.
 3. **Control of Deterioration:** Control deterioration in or adjacent to residential neighborhoods through spot demolition, code enforcement, and/or purchase. These include abandoned or badly deteriorated structures, vacant properties and junk yards.
 - ACTION: Continue an active code enforcement program including periodic inspection of all structures in Neighborhood Target Areas. Spot demolition and existing structures code enforcement throughout the corridor with funding through the County's Community Development Block Grant (CDBG) Program.
 - ACTION: Create a Central Coordinator position for code related complaints, providing customer service to the public and tracking of responses and violations pertinent to multiple departments.
 4. **Mobile Homes:** Develop and implement a strategy to address the special needs and problems associated with the corridor's mobile home housing.
 - ACTION: Include all mobile home parks in the active code enforcement program. An annual comprehensive park inspection should be undertaken.
 - ACTION: The expansion of mobile homes into multiple units should not be permitted. Provide relocation assistance to occupants of multiunit mobile homes as needed. Assistance should also include money for security deposits and first month's rent for very low income residents.
 5. **Public Facilities:** Develop logical long term plans for providing adequate public facilities to older residential areas developed prior to the enactment of subdivision legislation.

- ACTION: Undertake as part of a Countywide public facilities plan being undertaken in FY 1993/94 by the Planning Department. Recommend general revenue bond financing, supplemented by Federal funds applicable to low and moderate income areas that may become available.

6. **Home Ownership:** Provide affordable home ownership opportunities by providing funding for local nonprofit housing development.

ACTION: Provide funding for new construction and rehabilitations undertaken by local nonprofit housing groups.



V. BUSINESS DEVELOPMENT STRATEGY

A. Background

Economic growth is the cornerstone of every community's livelihood. It affects whether people will live and work in an area and what businesses will locate there. A major component of this plan is to improve the overall economic environment of the Jefferson Davis Corridor area.

While historically the area has served as the County's premiere business corridor, deterioration has occurred because investment has stagnated.

The corridor began a process of change when I95 was opened as the primary thruway. Economic problems caused by this functional change were compounded by the fact that urban development in the area predated most county land use regulation. The negative impacts of antiquated development standards have contributed to this decline.

A major catalyst of this plan is the provision of a strategy that will stimulate new investment and encourage the retention of existing businesses. The need to delineate areas for new industrial and commercial development is equally important.

The following information describes the programs recommended to assist in the area's economic reinvestment strategy. No single program exists that will solve the area's problems, but a cumulative effort of many programs working together will positively impact the area's economic vitality.

B. Existing Resources

- **Chesterfield County Department of Economic Development:** The Department of Economic Development has a staff person responsible for promoting small business development. Responsibilities include promotion and retention of small businesses and general assistance to small business owners. Some of the duties include handling matters between the small businesses and the County, assisting with all regulatory matters, working with other government agencies as necessary to garner business assistance and maintaining a small business resource network. Other services include:

1. Assist new and existing businesses with site and building searches. The department has a database containing nearly 300 specific industrial and commercial locations available for sale or lease.

2. Serve as the business liaison when interacting with local, State and Federal agencies.
3. Host business seminars and other functions to facilitate expanded business opportunities and growth.
4. Assist in the coordination of the business site plan and building permitting process. This includes pre-site plan submittal meetings and monitoring while plans are in progress.
5. Work with the development community to assist in assessing needs for available site and building product.
6. Provide current material on Chesterfield County to effectively promote and attract business activity.
7. Maintain contacts with traditional financing organizations that are available for new, expanding and startup businesses. Promote nontraditional financing methods for appropriate companies.
8. Work with existing industry to monitor the business climate, seek input and make recommendations for improvement. Provide information and promote the importance of business and industry to the County.

- **Crater Planning District Commission Procurement Assistance Center:** This center is organized through the Crater Planning District Commission (CPCD) to assist business owners to compete for Federal Government contracts by accessing a computerized bid matching data bank. This data bank links businesses to bid competitively on Department of Defense and Federal Government contracts. It provides information about who buys what and when from the government. Services offered by the Procurement Assistance Center include: 1) a workshop to teach business persons how to bid and administer any Federal Government contract and assist with pursuing contracts on an individual basis, 2) the use of a technical library, 3) the use of a computerized bid matching service that enables persons to get on the bidder's mailing list of any Federal Government agency chosen, 4) the opportunity to attend a "how to" course on starting a business, via Longwood College Small Business Development Center and 5) assistance with specific information and technical information.
- **The Crater Development Corporation (CDC):** This private nonprofit corporation,

also operated through the CPDC, provides eligible businesses with benefits of the Small Business Administration's 504 Loan Program.

The purpose of the loan program is to stimulate the growth of small businesses. The CDC provides second mortgage fixed asset financing to eligible businesses for the acquisition of land and buildings, new construction, expansion, renovation or modernization and the acquisition and installation of machinery and equipment. Financing can also be acquired for the repayment of interim financing and to cover expenses such as appraisals, surveying, architectural and legal fees and various accounting expenses.

The CDC provides subordinate, fixed rate, long term loans for up to 40 percent of a project's costs. Loans may be obtained for terms of 10 or 20 years, depending upon the economic life of the assets being financed. The rate of interest is driven by the rate charged on five and ten year U.S. Treasury bonds. Any businesses that are for profit corporations, partnerships or proprietorships are eligible, though their net worth may not exceed \$6 Million and its net profit after taxes must have averaged less than \$2 million during the previous two years.

- **Defense General Supply Center:** DGSC has opened a new Business Opportunity Center that is open to all business persons to ascertain what products the center purchases, what products are needed, and products that are difficult to obtain. The center enables business owners to become involved with the procurement process and to possibly increase their business opportunities.

DGSC has also initiated a new program, Quality Vendor Program (QVP), that emphasizes specific quality related issues, such as the timely delivery of product. Quality controls are emphasized over bottom line cost factors.

- **Business, Industry and Government Service Center (BIGS):** The BIGS center facilities include classrooms for seminars and workshops, a computer training center, a 200 plus seat auditorium, an executive conference room and small meeting rooms to use for breakaway sessions from larger group meetings. The BIGS is a self sustained center because it derives all its funds from the businesses it serves making it a business itself, apart from government funding unlike most centers. Overall, the center offers a limited amount of services to small businesses, yet they are looking to provide more in the future.

C. Possible New Approaches

- **Revitalization Coordinator:** The position of Revitalization Coordinator should be funded for a period of three years using the County's Community Development Block Grant (CDBG) program funds. The Coordinator will function as a liaison between County government and business persons and neighborhoods. The Coordinator must be committed to the revitalization of the Corridor and the strategies and objectives of the Plan. He or she will work with other governmental agencies as necessary to support the philosophies of the Plan. The Coordinator will manage the designated Enterprise Zone as well as monitor CDBG funded projects undertaken in the Corridor. The Revitalization Coordinator should be based in the County's Community Development Block Grant Department.
- **Enterprise Zones:** Virginia state law authorizes the establishment of enterprise zones in economically depressed areas to stimulate new business and industrial growth by means of regulatory flexibility and tax incentives. An enterprise zone could be an effective revitalization tool if coordinated with other business development strategies. The zone can act as an umbrella for a variety of strategies aimed at addressing the investment deficiency in the area.

An enterprise zone offers many economic revitalization tools. It is a marketing tool to promote the area as a business location with special advantages and incentives. By simply designating it as such, a message is sent that the area is worth looking at, rather than a place to be avoided. Enterprise zones provide state tax incentives to retain and attract qualified businesses. They can be used to effectively package local incentives to attract and retain investment. Possible local incentives that could be tailored specifically for the corridor could include personal property tax abatements, exemption from building permit fees, rezoning fees and site plan review fees. By foregoing a portion of certain fees or tax revenues, new revenues are created that would not have existed.

The Governor has recently approved legislation from the 1993 session of the Virginia General Assembly increasing the number of state enterprise zones from nineteen to twenty five. This legislation enables Chesterfield County to apply, on a competitive basis, for a zone designation. The logical choice is to seek designation for a portion of the Jefferson Davis Corridor. Zone size limitations do not permit inclusion of the entire study area.

Information from the State enterprise zone coordinator has indicated that a strong application for zone designation would receive a favorable response. the application deadline for submittal to the state is August 1, 1993.

- **Community Development Corporations:** Another tool to develop economic investment is the Community Development Corporation (CDC). Since 1971 the Federal Reserve Board has authorized various types of community development equity investments that banks can participate in, in support of community welfare. Community development is defined as "making equity and debt investments in corporations or projects designed primarily to promote community welfare, such as the economic rehabilitation and development of low income areas by providing housing, services or jobs for residents." A CDC is a bank or bank holding company subsidiary that addresses the needs of the low and moderate income citizens as well as small businesses.

A bank holding company can establish a CDC subsidiary in much the same way that it establishes a mortgage company or it can establish an independent CDC. The bank can be a holding company or it can be an independent entity. All projects that the CDC are involved in must directly benefit low and moderate income families, neighborhoods or small businesses. A CDC can provide loans, grants and seed money to community organizations. It can make significant equity investments in real estate ownership. The sole purpose of a CDC is to assist low and moderate income families in terms of housing and economic development related activities.

The option exists to create a new CDC or explore the possibility of utilizing existing CDCs located in the City of Richmond. One real advantage for the corridor is that approximately five banks are physically located on the corridor, thus increasing the probability that these institutions may be interested in such an endeavor.

D. Recommendations and Actions

1. **Staff Revitalization Coordinator:** The County should fund a staff position to coordinate and assist small businesses. This person would coordinate the following actions:

ACTION: Promote existing programs available to business persons and assist them in securing help.

ACTION: Undertake a cohesive approach to marketing the Jefferson Davis Corridor, as

well as other small business locations in Chesterfield County.

ACTION: Assist business persons in resolving code violations and general aesthetic issues.

ACTION: Coordinate the expertise of local colleges, universities and state agencies to offer workshops and training sessions on topics of interest to small business.

ACTION: Assist in organizing a Community Development Corporation (See below), monitor CDBG funded projects.

ACTION: Lobby State government to designate part of the Jefferson Davis Corridor area as an Enterprise Zone (See below). Once established, coordinate activities.

2. **Business Development Tools:** Create or work to designate the following initiatives to promote business development in the Jefferson Davis Corridor and throughout Chesterfield County:

ACTION: Work to obtain enterprise zone designation for part of the Jefferson Davis Corridor.

ACTION: Establish a Community Development Corporation.

3. **Business Support:** Encourage area business organizations to become actively involved in the implementation of this plan.

ACTION: Have the revitalization coordinator act as a liaison between the County and local business organizations.

4. **Government Support:** Increase support to small business undertaking expansion or rehabilitation projects.

ACTION: Have the revitalization coordinator serve as a clearinghouse for information about how to most effectively complete review procedures.

ACTION: Adopt development standards that will positively impact business expansion and attract new development, including zoning standards specifically designed for the Jefferson Davis Corridor area..

ACTION: Address regulatory and administrative issues (e.g. code enforcement) relating to how these services could be improved in the Jefferson Davis Corridor area.

5. **Industrial Development:** Support industrial development in appropriate locations.

ACTION: Set aside areas for future long term industrial development and growth.

ACTION: Do not allow residential development in areas this plan designates for industry.

ACTION: Identify redevelopment costs and possible phasing alternatives in locations that are designated for industrial development.

6. **Image:** Improve the image of the Jefferson Davis Corridor.

ACTION: Work on code enforcement and appearance issues that contribute to a negative perception.

ACTION: Work to create a shared vision for the area that will promote the community in a positive light and will heighten community support.

7. **Physical Appearance:** Improve the corridor's physical appearance. Encourage public and private investment to improve the quality of new business and the aesthetic refurbishing of existing business.

ACTION: Actively promote neighborhood cleanup campaigns.

ACTION: Promote ongoing public/private cooperation to improve the visual quality of businesses along the corridor.

ACTION: Develop a streetscape landscaping plan at key corridor gateways.

VI. COMMERCIAL AND INDUSTRIAL REVITALIZATION STRATEGY

A. Background

Revitalization is defined as the action "to give new life or vigor to." The focus of this commercial and industrial revitalization strategy is to build on area assets and to improve less desirable areas. This process involves commitment from both the public and private sectors. Strategies for reinvestment are aimed at creating a stable environment attractive to new business and the retention of existing business.

A means of accomplishing this is to work towards enhancing the appearance of key locations along the Jefferson Davis Corridor and identify specific geographical areas for new development and redevelopment. The advantage of targeting specific areas for future development is the protection of existing quality developments and the encouragement of the improvement of others.

The business coordinator position is critical to the plan's implementation and ultimate success. The following recommendations and ideas are dependent on this position.

B. Possible New Approaches

- **Physical Appearance at Critical "Gateway" Locations**

An area's image is strongly correlated to its economic strength. The physical appearance of a community will significantly influence business location decisions. One of the concerns voiced at the public area meetings has been the Jefferson Davis Corridor's deteriorating appearance. Vacant structures and buildings have a blighting influence on the corridor. New businesses may not look to the corridor for relocation potential because of the area's "negative" image.

A community concern has been the area's lack of identity and unity, two crucial elements of a revitalization plan. The Jefferson Davis Highway is a primary transportation route that runs north/south through Chesterfield County from the City of Richmond to the City of Colonial Heights. Jefferson Davis Highway also plays an important role in conveying first impressions to visitors from Chippenham Parkway and Interstate 95 as well as shaping community identity for local residents. These critical entrances can be characterized as "gateways." Six area's have been designated as having gateway potential (see Map H).

- **Target Areas For Business Revitalization**

Several geographic areas within the corridor display potential for revitalization. Site analysis identified possible future development and redevelopment scenarios for each area. These target areas, AF, are depicted on Map I.

- **Area A** is bounded by Chippenham Parkway to the north and Falling Creek to the east, south and west. This area has several distinct historic and recreational opportunities that can be developed to enhance the area's attraction to residents living outside the area. The County is in the process of obtaining land along Falling Creek for use as a linear park. County staff and concerned citizens are also pursuing the donation of land in the vicinity of the Historic Falling Creek Ironworks site, in an effort to create an historic park and facilitate archaeological research.

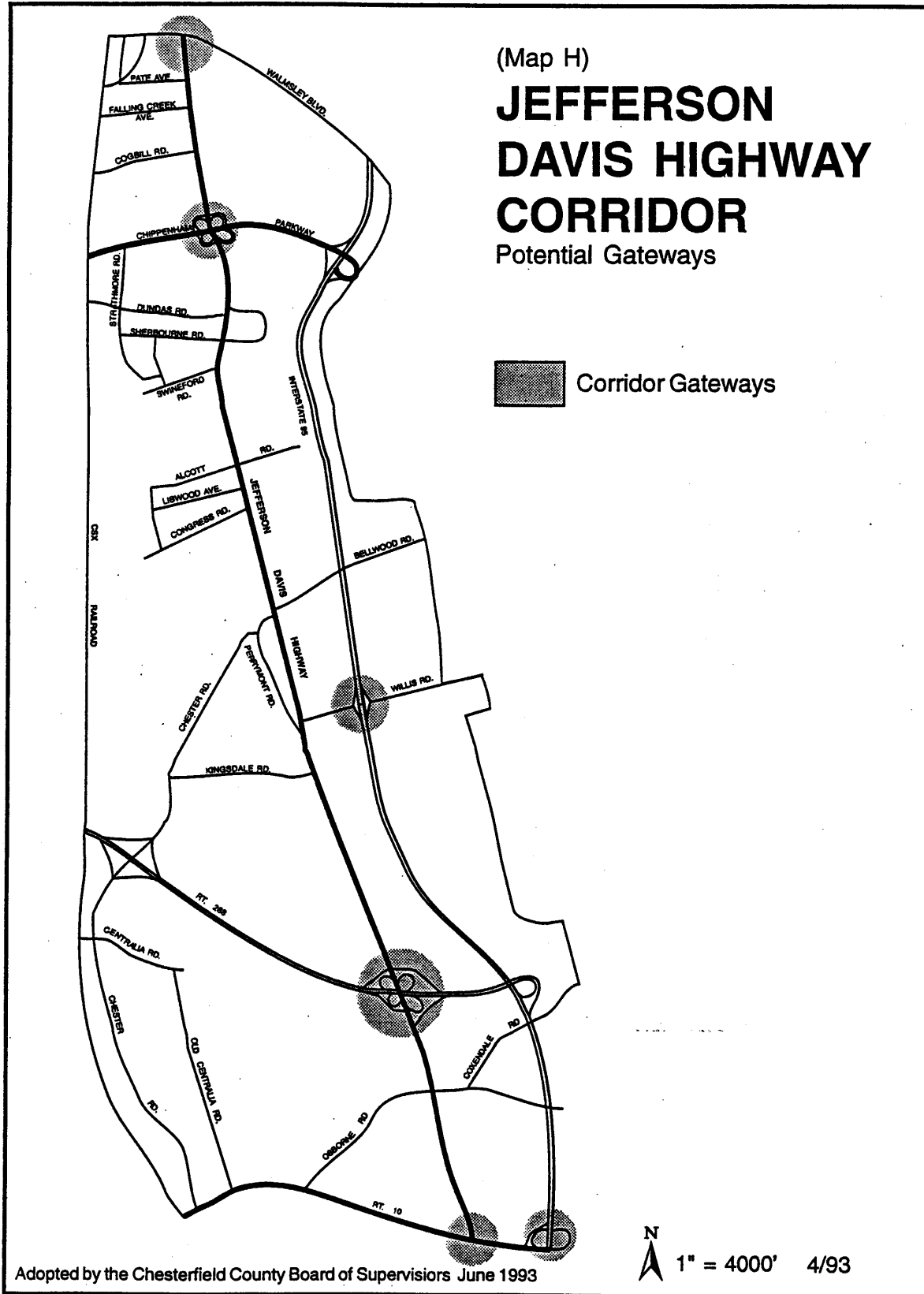
Located at a crucial gateway, an unused truck terminal on the Jefferson Davis Highway south of the Chippenham Parkway has been for sale for at least five years. Efforts should be made to redevelop the site.

- **Area B** is bounded by Alcott Road to the north, Congress Road to the south and includes frontage parcels along the corridor. Business uses in this area consist of stores offering commercial/retail services to the local community, especially pedestrians. Furniture stores that serve the greater regional community are also located here.

Existing and future businesses could be developed to serve local needs, as well as community level services.

- **Area C** is important to the area due to its visibility from Interstate 95. The northern boundary is Bellwood Road; the southern boundary is Willis Road and includes frontage parcels along Jefferson Davis Highway. Piecemeal development, occurring over a number of years, has resulted in a myriad of deteriorating uses fronting the highway.

- **Area D** includes the portion of the Plan area east of I95, extending to the James River. This area, in terms of existing zoning and land use, is industrial in nature. The Chesterfield County Department of Economic Development has cited this area as having significant industrial potential; however, the existence of some residential neighborhoods may limit the area's industrial marketability.



- **Area E** includes the area adjacent to and surrounding the Route 288 interchange and Jefferson Davis Highway. The area is lacking a consistent development pattern. The area offers redevelopment and development potential. The development and redevelopment pattern should include parcel assemblage to avoid the piecemeal development characteristic of the corridor.

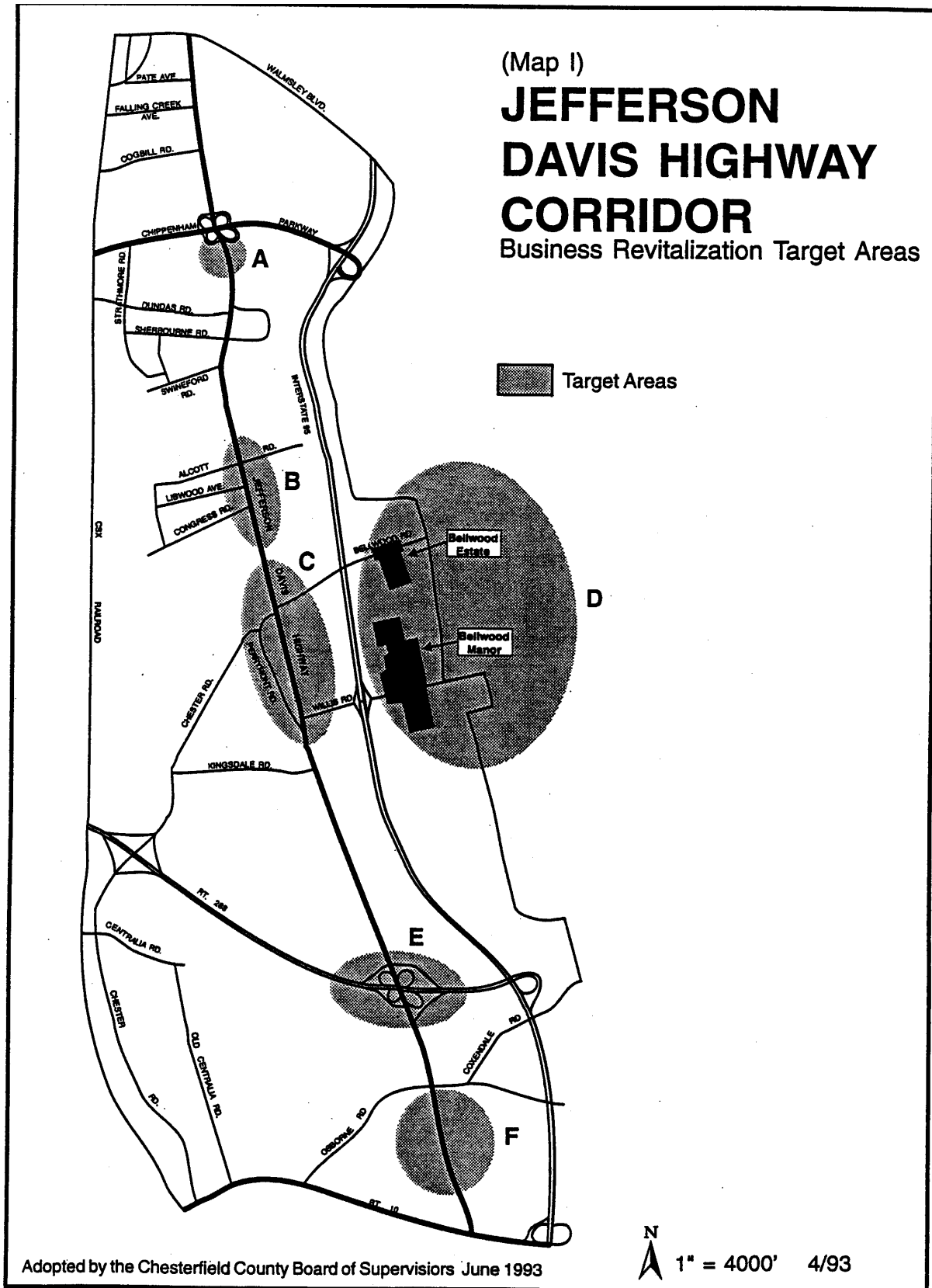
The long term viability of the single family residential area to the east of Jefferson Davis Highway and north of Route 288 needs to be explored. It could be redeveloped into commercial and/or industrial uses through public redevelopment, private investment, or a public/private cooperative effort. If a long term strategy is developed for this area that would involve the accumulation of parcels, then the long term probability of this neighborhood is not great.

- **Area F** from an image standpoint, has the greatest potential for a positive turn around. The geographical boundaries of the area extend south from Osborne Road to approximately Moore's Cottages and include frontage parcels to the east and west of Jefferson Davis Highway. This area is a blighting influence on the entire corridor. Small flea markets and other makeshift businesses that are located directly on the road have a significant blighting influence, deterring new development.

This area has excellent redevelopment potential. The long term viability of the area will be dependent on a strategy that will retain quality businesses, encourage new compatible development and promote the aesthetic revitalization of the area.

C. Recommendations and Actions

1. **Target Activities:** Concentrate specific economic development and other efforts in identified gateway and commercial revitalization areas.



Appendix A

Jefferson Davis Corridor Plan Implementation Schedule

Action	Implementing Responsibility	Time Frame
Recommendations For Land Use		
A. Adopt the Jefferson Davis Corridor Plan	Planning Dept.	Summer 1993
B. Adopt related Zoning Ordinance amendments	Planning Dept.	Summer 1993
C. Follow Land Use Plan recommendations	Planning/other depts.	upon adoption
D. Identify an approach to a comprehensive rezoning	Planning Dept.	Fall 1993
Recommendations for Transportation		
A. Explore the provision of public transit	Transportation Dept.	on-going
B. Control curb cuts/reduce uncontrolled access	Transportation Dept.	on-going
Recommendations for Community Facilities and Services		
A. Use Public Facilities Plan as guide for C.I.P.	Budget/multiple depts.	upon adoption
B. Extend the current street lighting project	Transportation Dept.	on-going
C. Implement the Falling Creek Greenway Project	Parks and Rec. Dept.	FY--93/94...
D. CDBG projects to stabilize residential + economic development	CDBG/other depts.	Summer 1993
E. Locate Health Clinic at Bensley Elementary	Health Dept.	Fall 1993
F. Fund Satellite Health Facility for the Corridor	Health Dept.	To be determined
Recommendations for Housing		
A. Follow the Housing Strategy Recommendations	Planning, CDBG, other	upon adoption
B. Direct rehab to Neighborhood Target Areas (Map H)	CDBG/other depts.	On-going
C. Fund shelters and homelessness prevention	CDBG	FY--93/94...
D. Fund new construction/gut rehabs by non-profits	CDBG	FY--93/94...
E. Fund position to organize Target Area residents	Planning/CDBG depts.	FY--93/94
F. Explore amortization of multi-unit mobile homes	Co. Attorney	upon adoption
Recommendations for Historic Resources		
A. Develop a Preservation Plan (Countywide)	Planning Dept.	To be determined
B. Survey/nomination of Ironworks + other sites	Planning/CDBG Depts.	On-going
C. Develop historic park to interpret Falling Creek sites	Parks and Rec. Dept.	FY--93/94...
D. Support Ironworks land donation through a rezoning	Planning Dept.	Upon adoption
Recommendations for Business Development		
A. Fund Revitalization Coordinator position	CDBG	FY--93/94...
B. Pursue Va. Enterprise Zone designation	Planning/other depts.	Summer 1993
C. Assist in developing a CDC	Planning/CDBG	FY--94/95
D. Undertake market analysis and market strategy	CDBG	FY--93/94
E. Explore development/redevelopment potential of the Land Use Plan	Econ. Dev./other depts.	on-going
F. Explore public/private dev. of business incubator	Econ. Dev./CDBG	on-going
Recommendations for Community Revitalization		
A. Develop public/private urban design proposal	Planning Dept./other	FY--94/95
B. Establish revolving loan fund for site improvements	CDBG	FY--94/95
C. Design/construct Gateways Improvement Project	CDBG	Upon adoption
Recommendations for Code Enforcement		
A. Active code enforcement in the Corridor	Building Insp./CDBG	On-going
B. Corridor-wide spot demolition	Building Insp./CDBG	On-going
C. Fund Central Coordinator position	TBD	To be determined
Recommendations for Plan Implementation		
A. Work together to implement the plan	County Departments	On-going
B. Annual status report on implementation of plan	Planning Dept.	Dec. 1993...